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DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1133

Date: 090278 By: 025

18 October 1954

MEMORANDUM FOR: Chief, Operational Instruction School
[REDACTED]

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SUBJECT: Critical Situation in Phases II and III

1. Confirming many conversations we have had on the subject of the overload now being carried by instructors in Phases II and III, I should like to put on the record for your information several of the factors which should be considered by the Director of Training, the Deputy Director of Training, and by you in arriving at your decision concerning the alleviation of this situation.

2. Over the last few months I believe that our reports concerning this problem have been confirmed in the minds of the Director of Training and of the Deputy Director of Training. This memorandum, therefore, will not concern itself with proof but will assume that all of us agree that an overload exists.

3. The seriousness of this overload affects the lives of the instructors concerned in several ways which should be called to your attention:

a. Those officers who hold Reserve Officer commissions find great difficulty now in keeping those commissions in force.

b. Instructors would like very much to have the opportunity while on duty in the Office of Training to take other OTR courses; that opportunity now does not exist for them.

c. A few instructors have expressed the desire to take self-improvement courses [REDACTED]. This is particularly important to the careers of those instructors who do not yet possess college degrees; it is equally important to those ambitious officers who desire to bring themselves to the height of their respective capabilities. They are not now able to take these courses.

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d. Many of these instructors are the fathers of children. They have expressed grave concern to Mr. [REDACTED] and me over their failure to carry out their paternal responsibilities.

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e. All instructors are now experiencing difficulties in their relationships with their wives. In one or two instances this situation has reached serious proportions.

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g. Improvements which should be made in both Phases II and III cannot now be made because instructors are too heavily concerned with the course currently being presented. While that is true, they have nevertheless carried on as much improvement as possible.

h. The willingness of a few instructors to become career officers within the Office of Training has been seriously reduced by the excessive loads they have been asked to carry.

4. Serious efforts have been made to reduce the work of instructors in both Phase II and in Phase III. In Phase II we have knocked out the old "Recruitment Paper." We have materially reduced the scope of the old "Selection Paper." We have attempted to adopt a stream-lined grading system. We have called upon instructors from other courses to a much greater degree than was previously the case. At the same time, however, instructors have been required to become familiar with the content of Phase III. For instance, during the last running of Phase III all instructors were required to sit in on all seminars. We presented Cases [REDACTED] and [REDACTED] in nine seminars instead of in four seminars.

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5. During the last few months we have lost the services of [REDACTED]

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an instructor in early January and we hope that Mr. [REDACTED] can also become ready at that time. However, as far as we know, there are no officers from DD/P ready to join this staff. In this connection both Mr. [REDACTED] and I feel that we must obtain the services of qualified operational personnel to teach in these courses and that it would be a grave mistake to reduce the requirements for becoming an instructor in these key courses by accepting the services of non-experienced personnel. It seems to us that there should be enough officers available within DD/P to fill our projected Table of Organization. For instance, if each Division furnished two experienced operational officers our needs would be met.

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6. We have also attempted to reduce the load on instructors by naming four officers from the instructional staff to carry the administrative load; these officers are Messrs. [REDACTED] all of whom have accepted further duties in good spirit.

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7. You have succeeded in scheduling Phases II and III with a break of one week inbetween the running of each course. You have succeeded in scheduling the [REDACTED] in such a way that these officers can be made available to Phase II. However, we are seriously concerned about the reduction of our capabilities of accepting students for tutorial instruction for very important operational assignments abroad, a service which has been of great value in the past to DD/P.

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8. The following officers are up for rotation or will be up for rotation in the near future: Messrs. [REDACTED]

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This list clearly illustrates a problem which now exists and which will become increasingly serious during the next few months. A reserve of instructors should be on hand, but there is none. Involuntary extension, in my opinion, is a policy which should not be adopted. This problem indicates that a full scale drive must be waged to meet our present and future personnel requirements. The fact that new instructors coming on board with us require a period of training is a fact which goes without saying. Therefore, we call this broader situation to your attention because it affects not only the personnel now assigned to Phases II and III, but also affects our ability to recast the roles of other instructors now assigned to other courses. We cannot seriously reduce the staffs of [REDACTED] and Clandestine Field Activities in order to meet the requirements of Phases II and III.

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9. That you are aware of this situation is fully known to me but I have felt that it might be of assistance to you to have all these facts in writing in one memorandum. I feel that the real solution lies in our capacity to have DD/P assign officers to the Office of Training. Local readjustments can be made within the Office of Training but those readjustments cannot solve our long-range problem to any significant degree. I should like to emphasize that the situation in Phases II and III has now reached the critical stage.



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ROUTING AND RECORD SHEET

INSTRUCTIONS: Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

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FROM:

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NO.

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Mr. [REDACTED]

DATE

18 October 1954

TO	ROOM NO.	DATE		OFFICER'S INITIALS	COMMENTS
		REC'D	FWD'D		
1.					
Mr. [REDACTED]					
2. DTR		10/19	10/19	MB	Gordon this is not an exaggerated picture! EYES ONLY mat
3. C/FI		OCT 25 1954	26 OCT	[REDACTED]	
4. Dir. of Training					
5. C/PAS.				lt	
6. D/IR					
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